



CORE COMPETENCIES

Executive Leadership: Incumbents should have a solid foundation of individual contributor and supervisory/management core competencies identified by the organization, as well as the following core competencies identified as essential for executive leadership:

Strategic Thinking - Effective performers act with the future in mind. They plan and make decisions within the framework of the City's strategic intent. They know and understand the factors influencing strategy (e.g., core competence, customers, and the organization's current strengths and limitations). They consider future impact when weighing decisions. They constantly think in terms of continually improving City services.

Visioning - Effective performers are imaginative. They are able to create a vision of a preferred future for their teams. They communicate it clearly and enthusiastically in such a way that others are attracted to it. They are able to bring the vision to life for team members.

Diplomacy - Effective performers work well within the City's power network. They are perceptive to social cues in the environment. They recognize personal agendas. They are skilled at handling situations without arousing hostility, and are able to navigate the political waters of the City. They forge coalitions and know how to stay viable within the system.

Business Thinking - Effective performers see the City as a series of integrated and interlocking business processes. They understand general business concepts that govern these systems and their interfaces. They create and/or realign these systems in response to changing needs. They understand that a change in one process can have dramatic and unintended impact across the entire City. They are adept at using these interdependencies to synergistic advantage.

Risk-Taking - Effective performers have a history of, and propensity for, taking calculated chances to achieve goals. They find a balance between analysis and action. When they fail, they accept it, learn from it, and move on to the next challenge.

Financial Acumen - Effective performers understand the financial framework of the City. They establish and monitor appropriate financial measures (e.g., balance sheet, income statement, cash flow, etc.). They interpret and use financial data to make informed business decisions.

Presentation Skills - Effective performers are able to organize and deliver public speeches that effectively inform or persuade audiences. They are adept at using current presentation technologies and media formats. They are able to field audience questions comfortably and confidently.

Assertiveness - Effective performers readily offer opinions and take action even when their position may be unpopular. They are willing to challenge others appropriately when required. They are self-confident – they trust their own judgment and are not overly dependent upon the approval of others.

Global Mindset - Effective performers see the City's business in a global context. They look beyond their own borders for opportunities for continuous improvement.

Leader Identification - Effective performers identify with the role of leader, and enjoy positions of responsibility and the exercise of authority. They understand that management is a distinct vocation, and choose to be in a leadership position.

Government Knowledge - Effective performers understand the general workings of the legal requirements within which the City functions. They monitor activities and trends within these requirements and maintain a current knowledge base. They use this knowledge to further the City's goals.